



**STATE OF WASHINGTON
DEPARTMENT OF PERSONNEL**

DIRECTOR'S REVIEW PROGRAM
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August 18, 2011

TO: Teresa Parsons, SPHR
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Richard Schneider v. The Evergreen State College (TESC)
Allocation Review Request ALLO-11-002

Director's Determination

This position review was based on the work performed for the six-month period prior to October 19, 2010, the date TESC Human Resources (HR) received Mr. Schneider's request for a position review. As the Director's Review Investigator, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of Mr. Schneider's assigned duties and responsibilities, I conclude his position is properly allocated to the Information Technology Specialist 4 classification.

Background

On October 19, 2010, TESC Human Resources Services received Richard Schneider's Position Review Request (PRR) form, asking that his position be reallocated to the Information Technology Specialist 5 class (Exhibit B-9).

By revised memorandum dated January 4, 2011, TESC notified Mr. Schneider that his position was properly allocated to the Information Technology Specialist 4 classification (Exhibit B-1).

On January 12, 2011, the Department of Personnel received Mr. Schneider's Director's Review Request for a Director's review of TESC's allocation determination (Exhibit A-1).

On July 14, 2011, I conducted a Director's review conference. Present during the conference were Richard Schneider; Sarah Mealy, Human Resource Representative; Robert Rensel, Associate Director of Computing and Communications, Technology, Maintenance and Engineering; and Aaron Powel, Director of Computing and Communications.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the

volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Mr. Schneider performs information technology telecommunications specialist support for the College. He provides sole telephone systems support and maintenance for campus users. He provides technical telecommunications systems design, review, oversight and monitoring functions for campus telecommunications system installations and capital construction projects. He maintains voice and data records, plans and coordinates construction surge, makes telecommunications moves, add-ons and changes, and he performs PBX programming, Call Pilot voicemail, and call-flow programming.

In summary, Mr. Schneider describes his assigned duties and responsibilities on the PRR (Exhibit B-9) as follows:

- 50% Provide design, design review, construction project monitoring. With the Capital Projects Manager, act as a telecommunications infrastructure go-to person for project managers, architects, contractors, trades people, faculty and staff.
- 20% Sole telecommunications employee for campus-wide mission-critical telecommunications services, including design, forward thinking analysis, capacity planning, developing process and procedures, shaping policy, setting standards, disaster recovery planning on multiple platforms.
- 10% Planning and coordinating construction moves.
- 5% PBX programming. Call Pilot voicemail and call-flow programming.
- 5% Technical documentation: creation, review and revising, including cable and telecommunications asset database, the Telecommunications web site, e911 database, and the campus phone directory.

Mr. Robert Rensel, Associate Director of Computing and Communications, Technology, Maintenance and Engineering completed the supervisor's section of the PRR. Mr. Rensel states Mr. Schneider's position has broad decision making authority regarding the maintenance and development of telecommunications systems. However, he states that he reviews Mr. Schneider's decisions which involve, "...significant financial implications or broad impacts to the college community." He also stated that Mr. Schneider works under administrative supervision and is highly-skilled and knowledgeable regarding telecommunication standards and practices.

Mr. Rensel indicated Mr. Schneider's description of duties is accurate and complete; however, he does not believe Mr. Schneider's position should be reallocated to the ITS 5 class. During the review conference Mr. Rensel stated he analyzed and reviewed Mr. Schneider's duties with Ms. Mealy (see Exhibit B-2, Attachment A) during her review and determined approximately 14.25 % of Mr. Schneider's duties reached the ITS 5 level. This includes the following:

- Develop cabling infrastructure nomenclature.
- Develop, update, support, and enforce campus communications specifications and standards.

- Serve in expert role in non-construction projects including the campus Emergency Operations Center.
- Serve as the college's expert/point of contact with Qwest Networks to resolve issues.
- Analyze and evaluate the need for upgrades and oversee complex hardware and software upgrades and repairs using Qwest CPE technicians.
- Analyze and troubleshoot operational problems from the individual to the enterprise-wide level, and document solutions.
- Devise and implement testing procedures and quality assurance efforts.
- Create pre-production environments for testing of new applications on major systems such as the PBX and voicemail system.

On the spreadsheet Mr. Rensel indicated that the majority of Mr. Schneider's duties involve performing complex, i.e. senior-level tasks. This includes solving complex, building-specific telecommunications construction problems, performing site inspections of contractor work to find oversights and writing change orders, and representing telecommunications in all infrastructure planning and construction meetings. During the review conference Mr. Rensel reiterated that he found the majority of Mr. Schneider's time is spent performing work at the ITS 4 level and therefore, concurs with TESC-HR that Mr. Schneider's position falls within the ITS 4 classification.

Summary of Mr. Schneider's Perspective

Mr. Schneider asserts his position reaches the ITS 5 level based on the following:

- He is the sole provider of telecommunications management and technical services on campus;
- He is an integral member of capital projects and communications infrastructure design teams;
- He works along with Mr. Al Saari, the Technical Capital Projects Manager on communications infrastructure for capital projects for the Olympia and Tacoma campuses;
- He is the recognized expert on issues relating to customer needs, capacity planning, evaluation/testing, telecommunications security/backup/recover, telecom/datacom infrastructure and construction, operations, and planning for emerging/evolving needs and new technology;
- He works with the Capital Projects Manager to solve complex, building-specific telecommunications construction problems for systems which are enterprise-wide and mission critical;
- He is the administrative and budgetary backup for the departmental manager;
- He no longer performs IT support except occasionally as a high-level consultant.

Mr. Schneider asserts the majority of his duties identified in the spreadsheet completed by Mr. Rensel and Ms. Mealy involve performing expert-level, highly-complex tasks at the ITS 5 level of responsibility.

Summary of TESC's Reasoning

TESC asserts the overall level and scope of duties and responsibilities assigned to Mr.

Schneider's position do not reach the ITS 5 level of responsibility. TESC contends the majority of Mr. Schneider's time is spent performing complex tasks requiring senior-level ability. TESC asserts his position serves as a senior-level telecommunications specialist, responsible for developing, enhancing and maintaining the TESC's existing telecommunications system, primarily through departmental or new construction service requests and installations. TESC contends that while Mr. Schneider was a project leader for some of the projects he worked; the preponderance of his time was not spent in an IT project manager role as required at the ITS 5 level. Therefore, given the overall level of responsibility for project leadership and performance of complex, senior-level work, Mr. Schneider's position is properly allocated to the ITS 4 class.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the Class Series Concept (if one exists) followed by the Definition and Distinguishing Characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

The Class Series Concept for the Information Technology series states in relevant part:

"Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This category broadly describes positions in one or more information technology disciplines such as: Application Development and Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering...IT Project Management, Systems Software, Web Development, or Voice Communications."

As described by the class series concept, Mr. Schneider performs information technology specialist work troubleshooting, testing, installing, maintaining, and supporting telecommunications software and hardware. He has primary responsibility for providing professional telecommunications systems support to the College's electronic telecommunications switching systems. His position is consistent with the class series concept and should therefore be allocated to a class within this series.

Comparison of Duties to Information Technology Specialist 5

The Definition for this class states:

This is the supervisory or expert level. Provides expert consultation and specialized analysis, design, development, acquisition, installation, maintenance, programming, testing, quality assurance, troubleshooting, and/or problem resolution tasks for major organization-wide, high risk/high impact, or mission-critical applications computing and/or telecommunication systems, projects, databases or database management systems; support products, or operational problems.

Performs highly-complex tasks such as conducting capacity planning to determine organization-wide needs and make recommendations; designing complex agency- or institution-wide enterprise systems crossing multiple networks, platforms or telecommunication environments; overseeing the daily operations of large-scale or enterprise systems; identifying and resolving operational problems for major high risk

systems with centralized, organization-wide functions; testing multi-dimensional applications, providing quality assurance; developing standards or enhancing existing, high risk and impact, mission critical applications; integrating business solutions, or writing feasibility studies and decision packages for high visibility/impact initiatives.

Provides leadership and expert consultation for large-scale projects or enterprise systems that often integrate new technology and/or carry out organization-wide information technology functions, or impact other institutions or agencies. Provides project management leadership, technical expertise and demonstrates knowledge of project management practices, principles, and skills.

May supervise information technology specialists or function as a recognized expert who is sought out by others in resolving or assessing controversial or precedent-setting issues.

Incumbents at the ITS 5 level spend a majority of their time performing highly-complex, expert-level tasks. These tasks require highly-specialized technical knowledge and understanding of complex computing (or telecommunications) environment(s) and their client's needs. Incumbents perform expert-level tasks such as designing enterprise-level or other large-scale systems which extend beyond an assigned area of responsibility found at the ITS 4 level. Incumbents direct or lead enterprise-wide or mission-critical projects. They conduct organization-wide capacity planning and make recommendations to senior-level management project or administrative teams, and they write feasibility studies and decision packages for high visibility/impact initiatives.

At this level incumbents have discretion and are delegated authority in their role as an expert-level specialist to resolve the most complex operational problems for major high-risk systems that often have centralized or organization-wide functions; have delegated authority to make decisions affecting project or operational outcomes which often go beyond divisional lines. Performance at this level is evaluated in terms of adherence to program goals, budgetary limitations, compliance with laws and regulations and general organizational policy.

Mr. Schneider is the sole telecommunications specialist for the TESC telecommunications system. It is the TESC campus-wide system, and its operation is essential. Services such as the 911 system have high-impact to TESC in the event of a systems failure. He is the designated IT specialist for the voice communications system, using his technical expertise to perform all phases of design, development, pre- and post-production testing and implementation for telecommunication systems and issues related to capital projects or departmental installations. He oversees the daily operations, identifies and resolves operational problems, performs testing functions, provides quality assurance; and develops telecommunication system and usage standards.

Mr. Schneider uses his expert-level knowledge to provide telecommunications technical systems support; however, the overall scope of his position does not involve performing a majority of highly-complex tasks as stated in Distinguishing Characteristics for this class.

While Mr. Schneider maintains TESC's telecommunications systems, his primary responsibility during the review time period principally involved providing technical guidance and advice concerning telecommunications issues as a member of the College's construction design and oversight team. Mr. Schneider coordinates with and works in collaboration with internal and external construction project and engineering staff to provide technical telecommunications design support but does not have responsibility for performing highly-complex duties associated with these efforts. Instead, Mr. Al Saari,

Technical Capital Projects Manager, has responsibility for ensuring the highly complex, planning and project management tasks are carried out and completed for the telecommunications component of those projects.

Project Leadership & Expert Consultation

Incumbents at the ITS 5 level provide leadership and expert-level consultation for large-scale projects or enterprise systems that often integrate new technology and/or carry out organization-wide information technology functions, or impact other agencies. Incumbents exercise broad discretion and authority in their role as expert-level specialists and are generally delegated decision-making authority across divisional lines.

It is acknowledged that Mr. Schneider uses expert-level knowledge to perform troubleshooting, problem solving, infrastructure design tasks for new telecommunication system installations; however, his position does not have responsibility for completing highly-complex projects or managing large-scale enterprise-wide telecommunications systems projects at the ITS 5 level of responsibility. Project management responsibility for large-scale capital construction efforts which have a telecommunications component are managed by Mr. Saari and completed through project teams.

While Mr. Schneider provides expert-level technical telecommunications systems infrastructure consultation on building construction projects on campus, Mr. Saari serves in the technical project leadership role. Mr. Rensel stated during the review conference that Mr. Saari retains decision making authority for decisions which impact project completion. Mr. Schneider's decision making authority is limited primarily to recommending technical telecommunication requirements up through the design, development, production, and post-production user-acceptance phases.

Mr. Schneider is included in capital project management discussions and makes complex technical recommendations about telecommunications infrastructure system requirements. However he does not have the authority to make project design change decisions relative to telecommunications infrastructure or other issues. This responsibility rests with Mr. Saari who takes Mr. Schneider's input and works through higher-level project management staff for resolution. Further, while Mr. Schneider represents technical telecommunications needs and requirements and provides consultation support for these projects, his position does not reach the ITS 5 level of responsibility of acting on his supervisor's behalf. Mr. Rensel stated during the review conference that he retains final decision making authority for design and other technical decisions which have potential financial impact to the College.

Mr. Schneider stated during the review conference that he provides occasional updates to Mr. Rensel regarding the status of projects. Mr. Rensel stated during the review conference that Mr. Schneider's decision making authority is limited to providing technical recommendations within the confines of telecommunication system requirements. Additionally, Mr. Schneider performs the majority of his work independently and is expected to carry out the majority of his work in accordance with broad administrative policies and procedures. Mr. Rensel is responsible for ensuring that projects and telecommunication functions align with organizational policies. This limits Mr. Schneider's overall level of decision-making authority.

Further, Mr. Rensel works under the administrative direction of higher-level management. Mr. Rensel retains overall leadership for enterprise-level telecommunication system matters. Mr. Rensel retains responsibility for the overall design and development of the institution's telecommunications services. This includes authority for enterprise capacity planning and working with administration to determine institution-wide needs and to make recommendations to administrative management regarding enterprise telecommunication systems. Mr. Rensel is

responsible for ensuring that telecommunications projects and functions align with organizational policies. Therefore, Mr. Schneider's position does not have the full scope of responsibility for designing enterprise-level systems for the TESC's telecommunications systems environment.

Mr. Rensel further stated during the review conference that Mr. Schneider's position does not have responsibility for planning future telecommunications systems for TESC. Mr. Schneider's overall level of analyses does not rise to that level as there has not been a need to do a full upgrade of the TESC's trunk line. Mr. Rensel stated Mr. Schneider's responsibilities include determining capacity issues for individual projects and making technical telecommunications information available upon request.

In addition, Mr. Schneider provided examples of individual projects he completed during the review time period. He stated during the review conference that he worked on his own for the majority of these telecommunication projects. This limits the overall scope of project management responsibility associated with these efforts.

Mr. Schneider's position is responsible for conducting capacity planning regarding telecommunication system improvements and works with Mr. Rensel to develop a Request for Proposal which then goes to the vendor. However, this level of capacity planning is provided for in the ITS 4 level class.

Summary

From the totality of information and exhibits presented, Mr. Schneider's scope of overall responsibility is more tactically focused, primarily involving the design, development, acceptance testing, and monitoring of telecommunications system building projects, user requests for service, or following the implementation of maintenance events or telephone system upgrades through the TESC's telecommunications vendor. Mr. Schneider's position is tactical in nature providing complex technical information and consultation regarding telecommunication system requirements. Overall, the scope of his work does not reach the full scope of ITS 5 level responsibility for project leadership and guidance.

In total, Mr. Schneider's position does not have the scope of individual responsibility for performing ITS 5 level work. This is supported in Pogue and Goshorn v. Labor and Industries, PRB Case Nos. R-Allo-07-017 & R-Allo-07-018 (2008) which states in relevant part:

... Appellants do not perform highly-complex tasks with the breadth of impact envisioned by the ITS5 classification. ...For example, appellants do not...design complex agency-wide enterprise systems crossing multiple networks, platforms or telecommunication environments; or identify and resolve operational problems for major high risk systems with centralized, organization-wide functions. While Appellants provide leadership and expert consultation in their assigned areas, they do not perform these functions for large-scale projects or enterprise systems involving organization-wide information technology functions...

Overall, Mr. Schneider's position does not encompass the full scope and level of responsibility required by this class. For these reasons, Mr. Schneider's position should not be allocated to the Information Technology Specialist 5 class.

Comparison of Duties to Information Technology Specialist 4.

The Definition for this class states:

Performs analysis, system design, acquisition, installation, maintenance, programming, project management, quality assurance, troubleshooting, problem resolution, and/or consulting tasks for complex computing system, application, data access/retrieval, multi-functional databases or database management systems, telecommunication, project or operational problems.

As a senior-level specialist in an assigned area of responsibility and/or as a team or project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks such as planning and directing large-scale projects; conducting capacity planning; designing multiple-server systems; directing or facilitating the installation of complex systems, hardware, software, application interfaces, or applications; developing and implementing quality assurance testing and performance monitoring; planning, administering, and coordinating organization-wide information technology training; acting as a liaison on the development of applications; representing institution-wide computing and/or telecommunication standards and philosophy at meetings; or developing security policies and standards.

Incumbents understand the customer's business from the perspective of a senior business person and are conversant in the customer's business language. Projects assigned to this level impact geographical groupings of offices/facilities, and/or regional, divisional or multiple business units with multiple functions. The majority of tasks performed have wide-area impact, integrate new technology, and/or affect how the mission is accomplished.

The primary thrust of Mr. Schneider's position, and the majority of his duties as a whole, falls within the scope and level of responsibility stated by the Definition for this class.

Mr. Schneider performs senior-level information technology telecommunications systems specialist work designing, installing, maintaining, troubleshooting, and resolving operational problems for TESC's telecommunications systems. This is consistent with the Basic Function of this class.

Mr. Schneider works under administrative direction. His position requires him to independently resolve complex telecommunication needs in his assigned area of responsibility which is the campus-wide telecommunications system. This reaches beyond the general scope required of this class of having an assigned area which has division-wide or multi-functional area impact. However, although he works on a campus-wide telecommunication system, his majority of assignments encompass departmental-sized or large-scale new building construction projects which are consistent with this level.

Further, as a senior-level specialist, he applies advanced technical knowledge to perform complex tasks within the telecommunications function. He is the only specialist working on the complex telecommunications switch. He completes technical projects and assignments for the telecommunications function. He resolves complex installation and maintenance problems, and uses his knowledge to assist vendors in design considerations and planning such as determining switch capacity, wiring, and other technical considerations. Mr. Schneider's other duties are consistent with the level required by the Distinguishing Characteristics such as reviewing telecommunication designs and requirements, developing and implementing quality assurance testing and performance monitoring; and developing security policies and standards.

Overall, Mr. Schneider's position is consistent with the Distinguishing Characteristics at this level. Further, Mr. Schneider's duties and responsibilities are also reflected in the Typical Work statements of the ITS 4 class.

Although the Typical Work examples do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following provides an example of the level of work assigned to the Information Technology Specialist 4 class, as stated on the class specification:

Represents organization-wide computing standards and philosophy at meetings, and reports information back to unit administrators;

Develops and implements quality assurance testing and performance monitoring, utilizing quality assurance techniques and practices;

Conducts traffic studies, analyzes information and trends, makes recommendations and takes action to improve system performance and efficiency;

Mr. Schneider's duties are consistent with these statements. His responsibility for managing the daily operations of telecommunications systems includes maintaining currency with changes including upgrades, events, and service request implementations. Mr. Schneider develops and implements quality assurance testing and performance monitoring, utilizing quality assurance techniques and practices. He conducts telecommunication traffic studies, analyzes information and trends, makes recommendations and takes action to improve system performance and efficiency.

Mr. Schneider is responsible for ensuring all aspects of the telecommunications systems run appropriately, and to troubleshoot and resolve issues and coordinate with other resources and vendors as necessary to resolve outages or other issues.

Mr. Schneider attends construction design and oversight team meetings as the telecommunications representative.

Based on the level, scope and diversity of the overall duties and responsibilities assigned to Mr. Schneider's position, his position is properly allocated to the ITS 4 classification.

Determination

The purpose of an allocation review is to determine the classification which best describes the overall duties and level of responsibility of a position.

The overall level and scope of duties and responsibilities assigned to Mr. Schneider's position does not reach the ITS 5 level of responsibility. The majority of Mr. Schneider's time is spent performing complex tasks requiring senior-level ability. His position serves as a senior-level telecommunications specialist, responsible for developing, enhancing and maintaining the TESC's existing telecommunications system, primarily through departmental or new construction service requests and installations.

In Salsberry v. Washington State Parks and Recreation Commission, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of *best fit*. The Board referenced Allegrì v. Washington State University, PAB Case No. ALLO-96-0026 (1998), in which the Personnel Appeals Board noted that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position.

A position's allocation is not a reflection of performance or an individual's ability to perform

higher-level work. It is clear Mr. Schneider is a highly-skilled and dedicated member of the TESC staff. However, a position's allocation is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. Given the overall level of responsibility for the performance of complex, senior-level work, Mr. Schneider's position is properly allocated to the ITS 4 class.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911.

You may file in person at 521 Capitol Way South, Olympia, Washington. Fax number (360) 586-4694. For questions, please call (360) 664-0388.

If no further action is taken, the Director's determination becomes final.

c: Richard Schneider
Sarah Mealy, TESC
Lisa Skriletz, DOP

Enclosure: List of Exhibits

RICHARD SCHNEIDER v TESC

ALLO-11-002

List of Exhibits

A. Richard Schneider Exhibits

1. Request for Director's Review form received by DOP on January 12, 2011.
2. Letter of appeal from Richard Schneider submitted with Director's Review form.
3. Spreadsheet table with description of tasks with percentages of time and degree of complexity indicated and highlighted by Mr. Schneider showing his areas of disagreement.
4. TESC allocation determination memorandum dated December 13, 2010 from Sarah Mealy to Richard Schneider.
5. Position Review Request form completed by Richard Schneider (Copy is unsigned and undated, with no supervisor comments).

B. TESC Exhibits

1. Revised January 4, 2011 TESC allocation determination, with attached list of tasks with percentages of time (Note: Revised to correct overtime eligibility wording).
2. Original December 13, 2010 TESC allocation determination, list of tasks with percentages of time attached.
3. DOP Classification specifications:
 - a. Information Technology Specialist 4
 - b. Information Technology Specialist 5.
4. Sarah Mealy notes from job audit interview with supervisor, Rob Rensel, dated October 27, 2010.
5. Description of job duties performed with percentages of time completed by Richard Schneider, dated December 3, 2010.
6. List of job duties and percentages of time, level and complexity of work, completed by Rob Rensel, supervisor, December 5, 2010.
7. Organizational chart for FAD - Computing and Communications, January 2011.
8. Position Description for Richard Schneider's position dated January 2011 (Note: This is misdated. It should read May 2009).
9. Position Review Request form for Richard Schneider's position signed October 7, 2010; with supervisor comments and signed October 13, 2010.
10. Current Position Description for Richard Schneider's position dated July 27, 2009.
11. Email to Karen Wilcox from Sarah Mealy dated February 18, 2011 clarifying dates for position descriptions see B-8, and B-10.

C. Class Specifications

- A. DOP Class Specification for Information Technology Specialist 4 (479L).
- B. DOP Class Specification for Information Technology Specialist 5 (479M).